
1H

Information

General Session

Strategic Plan Discussion

Executive Summary: The Commission will be provided with an update on the Strategic Plan progress to date including recently developed action plans.

Recommended Action: For information only

Presenter: Mary Vixie Sandy, Executive Director

Strategic Plan Goal: 5

Engage in evaluation, assessment and research studies that inform the Commission's work

- ◆ Regularly evaluate the effectiveness of Commission programs and policies

January 2012

Strategic Plan Discussion

Introduction

The Commission adopted its current strategic plan in 2007 following a one year process of extensive data collection and communication with stakeholders and staff. The question that drove that process was: *What about our environment is changing so that we need to do business differently?* The plan was intended to cover a five year period of time. Much in the Commission's environment has changed since the plan's adoption. A new Governor and Superintendent of Public Instruction were elected and took office in 2011; state and national priorities have shifted, the state's financial crisis has worsened significantly; the Commission's fiscal stability has eroded; an audit of the Commission's Division of Professional Practices identified areas where significant improvements were needed; and, other than two ex-officio members of the Commission, the current Commission did not participate in the development of the plan.

This is a good time for the Commission to review, consider, and possibly revise the vision, mission and goals that guide its work and to set goals that are responsive to current issues and trends and reflect the priorities of this group of Commissioners. This agenda item includes a proposal for beginning a strategic planning initiative, and leaves open for Commission discussion and direction the scope of the effort.

While the Commission begins the process of developing an agency-wide strategic plan, it is important to note that the Bureau of State Audits recommended that the Commission *revise its strategic plan to identify the programmatic, organizational, and external challenges that face the division [of professional practices] and the committee [of credentials], and determine the goals and actions necessary to accomplish its mission.* The audit and subsequent activities undertaken by the Commission, including engagement with stakeholders as described in Agenda Item 4C yielded comprehensive data with which to construct a DPP-specific strategic plan. Staff is bringing forward a draft of that plan in Agenda Item 4E in an effort to keep implementation of BSA recommendations moving forward.

Proposed Strategic Planning Process

A strategic plan serves as a guide to direct an organization to successfully identify and achieve its goals with measurable results. With a strong Plan, an organization becomes more committed and focused on reaching the goals it has set out. Additionally, the identification of performance measures supports accountability and assists in the analysis of resources needed to meet the Commission's goals.

To successfully develop a strategic plan, the Commission should solicit input from its stakeholders, Commission staff, and Commissioners. Staff proposes that input be gathered by surveying and engaging four separate sources through the following means:

- Commission Staff Survey (February)
- Stakeholder Survey (February)
- Commissioner Retreat (March)

- Meetings with stakeholders and policymakers (January and February)

The data gathered from these surveys and meetings could be reviewed by a planning team consisting of Commission leadership and Commission staff to identify strategic priorities. These key issues could be presented to the Commission to help formulate or revise the Commission's Strategic Plan.

Current Strategic Plan and Action Plans

The Commission's existing Strategic Plan is included below. Staff will provide an addendum at the January 2012 meeting that details each division's action plan, which includes the tasks that are currently identified as moving the Commission's goals and objectives, as well as statutory mandates, forward. This information is provided to the Commission for information and consideration, and is subject to change and redirection as deemed necessary and appropriate by the Commission. It is not intended to constrain the Commission's thinking about its future work.

Commission on Teacher Credentialing Strategic Plan Adopted 2007

Vision Statement

Ensuring high quality educators for California's diverse students, schools and communities.

Mission Statement

The mission of the Commission on Teacher Credentialing is to ensure integrity and high quality in the preparation, conduct and professional growth of the educators who serve California's public schools. Its work shall reflect both statutory mandates that govern the Commission and research on professional practices.

GOALS OF THE COMMISSION ON TEACHER CREDENTIALING

GOAL 1: Promote educational excellence through the preparation and certification of professional educators

- Sustain high quality standards for the preparation and performance of professional educators for the accreditation of credential programs
- Grant credentials, certificates and permits as set out in regulation and statute
- Evaluate and monitor the moral fitness of credential applicants and holders and take appropriate action
- Conduct, monitor and evaluate the programs and systems the Commission operates to maintain quality and assure the systems align with each other and other state systems

GOAL 2: Support policy development related to educator preparation, conduct and professional growth

- Inform key legislators and policy makers on issues and ideas relevant to the Commission's scope of action
- Provide and report information to the legislature, stakeholders and other state agencies
- Propose new legislation

- Collaborate with and advise appropriate agencies
- Explore high quality routes for educator preparation

GOAL 3: Provide quality customer service

- Provide services tailored to specifically defined customer needs and groups
- Provide current and consistent information
- Provide timely, accurate and responsive processing of credential applications, disciplinary cases and professional program reviews
- Use technological innovation to improve customer access to information and services

GOAL 4: Enhance working relationship with stakeholders

- Maintain contacts with and respond respectfully to a diverse customer base
- Collaborate with stakeholders to develop and implement Commission policies
- Publicize the Commission's purposes, activities and accomplishments

GOAL 5: Engage in evaluation, assessment and research studies that inform the Commission's work

- Track current trends and research in educator preparation and certification
- Utilize measurement studies to facilitate its work
- Regularly evaluate the effectiveness of Commission programs and policies
- Engage in, promote and participate in research activities related to the Commission's mission
- Use data collection and analysis to report on and improve the Commission's work

GOAL 6: Maximize the effectiveness of the agency and its staff through the optimal use of technology, ongoing staff development and maintenance of a positive work environment

- Use technologies to support both ongoing operations and innovations designed to increase efficiency
- Communicate effectively to share information and increase productivity
- Conduct periodic review of the efficiency of the day-to-day operation and financial accountability of the Commission
- Implement, monitor and report on the outcomes of new program initiatives
- Offer staff opportunities for training and growth to maximize professional quality, and job satisfaction